

SECRET

Mr. Wattles version
P.W.M.P.

UPWARD MOVEMENT - A KEY TO PERSONAL & MANAGEMENT CONCERNS

- PERSONAL: RECOGNITION & CHALLENGE
- MGT: EMPLOYEE DEVELOPMENT & SUCCESSION

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- TURNOVER
- MORE JOBS
- EXISTING HEADROOM

- GRADE ESCALATION

— THESE HAVE PROVIDED UPWARD
MOVEMENT IN LAST 15 YEARS. —

— EXCEPT TURNOVER, NOT EXPECTED
TO RECUR. —

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CARD II

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- FROM HERE ON IN THE 70's UPWARD MOVEMENT WILL DEPEND MAINLY ON OUR TURNOVER.
- LOSSES DURING EACH HALF OF THE NEXT DECADE IN THE MID & SENIOR OFFICER GRADE GROUPS WILL BE HIGHER THAN IN THE PAST FIVE YEARS. OVER THE DECADE THESE LOSSES WILL RESULT IN 3/4 OF THE PRESENT SENIOR OFFICERS LEAVING & MOST MID-OFFICERS MOVING UP OR OUT.

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CARD III

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● IN THE NEXT DECADE, ON AN AGENCY-WIDE BASIS, THE AVERAGE ANNUAL PROMOTION RATE FOR ALL PERSONNEL GS-12 AND ABOVE WILL APPROXIMATE THE RATE EXPERIENCED IN THE PAST FIVE YEARS

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● ON DUTY STRENGTH IN UPPER GRADES HAS GROWN AT A FASTER RATE THAN TOTAL ON DUTY STRENGTH HAS GROWN OVER THE YEARS. THIS AVENUE FOR UPWARD MOVEMENT IS ALL BUT CLOSED.

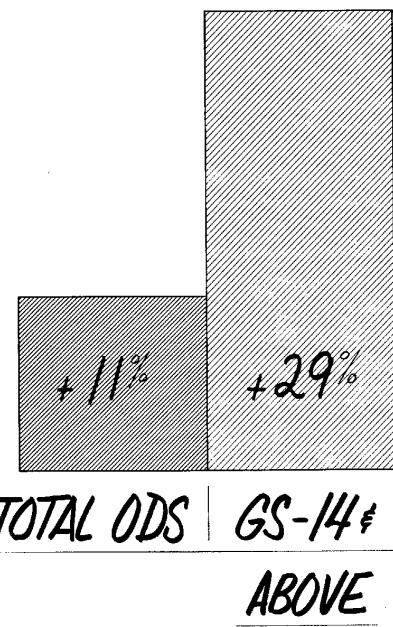
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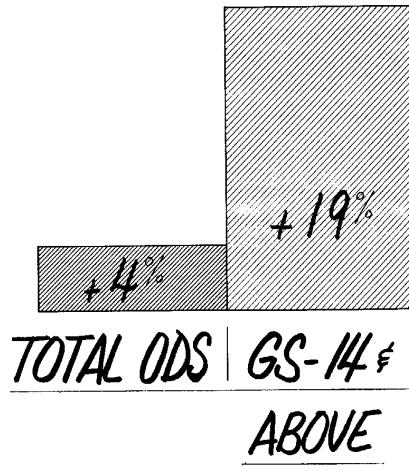
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GROWTH IN SENIOR GROUP (GS-14 & ABOVE) COMPARED TO GROWTH IN TOTAL GS ON DUTY STRENGTH

INCREASE IN 1965 OVER 1960



INCREASE IN 1970 OVER 1965



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BACK UP II

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II SOME POTENTIAL PROBLEMS AHEAD

- AFFECT BOTH MANAGEMENT & EMPLOYEE CONCERNS
- HAVE A VARYING IMPACT UPON MANAGEMENT & PERSONAL CONCERNS

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POSSIBLE CONDITIONS OR PROBLEMS AFFECTING PERSONNEL MANAGEMENT IN THE 1970's

- INCREASED RATE OF MOVEMENT IN UPPER RANKS DURING 1971-80
● MAY BE ENOUGH TO CREATE REPLACEMENT PROBLEMS IN SOME AREAS,
YET NOT ENOUGH TO PERMIT SUFFICIENT UPWARD MOVEMENT & CHALLENGE IN OTHERS
- STATIC OR DECLINING MANPOWER LEVELS
- INCREASED CONSTRAINTS, CONTROLS & IMPERSONALIZATION
- INSUFFICIENT PERSONAL DEVELOPMENT TO MEET AGENCY
NEEDS AND PROVIDE PERSONAL CHALLENGE
- MISMATCHING OF EMPLOYEE QUALIFICATIONS & JOB REQUIREMENTS

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CARD I

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